



# OVERVIEW



## 2019 Chairman Abel Castro

FirstBank & Trust

### Mission

Strengthen, promote and serve the business community.

### Vision

A world class Chamber providing community leadership and innovation.

### Values

Member focused, integrity, innovation, and collaboration.

### Purpose

Champion, Convener, Catalyst



# TABLE OF CONTENTS

>>> **MONTHLY AGENDA**

>>> **CALENDARS**

>>> **IRS DEFINITIONS**

>>> **DIRECTORS & OFFICERS POLICY**

>>> **BYLAWS**

>>> **GOVERNANCE POLICY**

>>> **2019 PROGRAM OF WORK**

>>> **2019 BUDGET**

>>> **DIRECTOR CONTACT INFORMATION**

>>> **CHAMBER STAFF**

>>> **PERSONNEL POLICY**

>>> **FINANCE POLICY**



# 2019 EXECUTIVE COMMITTEE MEETINGS

Executive Committee meetings are held around the next to last Thursday of every month from 12:00-1:30 p.m. Meeting locations will be the Lubbock Chamber of Commerce Executive Conference Room unless otherwise noted.

<b>February 14</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>March 21</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>April 11</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>May 23</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>June 13</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>July 11</b>	6:30 p.m.	Jay Jacobus' Home
<b>August 22</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>September 20</b> (Friday)	12:00-1:30 p.m.	Chamber Conference Room
<b>October 24</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>November 14</b>	12:00-1:30 p.m.	Chamber Conference Room
<b>December 12</b>	12:00-1:00 p.m.	Lubbock Country Club

---

## 2019 BOARD MEETINGS

Board meetings are held the last Thursday of the month at 10 a.m. unless otherwise noted. Meeting locations will vary and any undetermined locations are available to host.

<b>January 31</b>	10:00-11:30 a.m.	Goodwill Industries of Northwest Texas
<b>February 28</b>	10:00-11:30 a.m.	Wayland Baptist University
<b>March 28</b>	10:00-11:30 a.m.	Frenship ISD
<b>April 25</b>	10:00-11:30 a.m.	Location TBD
<b>May 30</b>	10:00-11:30 a.m.	Location TBD
<b>June 27</b>	10:00-11:30 a.m.	Location TBD
<b>July 25-26</b>	<b>Board Retreat</b>	<b>Santa Fe, NM</b>
<b>August 29</b>	10:00-11:30 a.m.	Location TBD
<b>September 26</b>	10:00-11:30 a.m.	Location TBD
<b>October 31</b>	10:00-11:30 a.m.	Location TBD
<b>December 5</b>	<b>11:30 a.m.-1:00 p.m.</b>	<b>Annual Meeting   Civic Center</b>
<b>December 19</b>	3:30- 5:00 p.m. 5:00-6:30 p.m.	Board Meeting Location TBD Chairman's Reception to follow



# IRS DEFINITIONS

## BOARD

*The group of persons authorized under state law to make governance decisions on behalf of the organization and its shareholders or members.*



## CHIEF EXECUTIVE

*A person who has ultimate responsibility for implementing the decisions of the governing body.*





# DIRECTORS AND OFFICERS POLICY

## Philadelphia Indemnity Insurance Company

Policy Number: PHSD1348816



A Member of the Tokio Marine Group

### DECLARATIONS

**NOTICE: EXCEPT TO SUCH EXTENT AS MAY OTHERWISE BE PROVIDED HEREIN, THIS POLICY IS WRITTEN ON A CLAIMS MADE BASIS AND COVERS ONLY THOSE CLAIMS FIRST MADE DURING THE POLICY PERIOD AND REPORTED IN WRITING TO THE INSURER PURSUANT TO THE TERMS HEREIN. THE AMOUNTS INCURRED FOR DEFENSE COST SHALL BE APPLIED AGAINST THE RETENTION.**

Item 1. Parent Organization and Address:  
LUBBOCK CHAMBER OF COMMERCE  
1301 Broadway Ste 101  
Lubbock, TX 79401-3227

Internet Address: www.lubbockchamber.com

Item 2. Policy Period: From: 07/01/2018 To: 07/01/2019  
(12:01 A.M. local time at the address shown in Item 1.)

Item 3. Limits of Liability:  
(A) Part 1, D&O Liability: \$ 2,000,000 each Policy Period.  
(B) Part 2, Employment Practices: \$ 2,000,000 each Policy Period.  
(C) Part 3, Fiduciary Liability: \$ each Policy Period.  
(D) Part 4, Workplace Violence: \$ each Policy Period.  
(E) Part 5, Internet Liability: \$ each Policy Period.  
(F) Aggregate, All Parts: \$ 2,000,000 each Policy Period.

Item 4. Retention:  
(A) Part 1, D&O Liability: \$ 2,500 for each Claim under Insuring Agreement B & C.  
(B) Part 2, Employment Practices: \$ 2,500 for each Claim.  
(C) Part 3, Fiduciary Liability: \$ for each Claim.  
(D) Part 4, Workplace Violence: \$ for each Workplace Violence Act.  
(E) Part 5, Internet Liability: \$ for each Claim.

Item 5. Prior and Pending Date: Part 1 07/01/2009 Part 2 07/01/2009 Part 3 No Date Applies  
Part 4 No Date Applies Part 5 No Date Applies

Item 6. Premium: Part 1 \$ 3,270.00 Part 2 \$ 1,171.00 Part 3  
Part 4 Part 5

State Surcharge/Tax: Total Premium: \$ 4,441.00

Item 7. Endorsements: PER SCHEDULE ATTACHED

In witness whereof, the Insurer issuing this Policy has caused this Policy to be signed by its authorized officers, but it shall not be valid unless also signed by the duly authorized representative of the Insurer.

Authorized Representative

Countersignature

Countersignature Date



# CHAMBER BYLAWS

## LUBBOCK CHAMBER OF COMMERCE BYLAWS

Adopted: December 3, 1992

~~Amended: December 31, 1995~~

~~Amended: October 16, 1997~~

~~Amended: September 16, 1999~~

~~Amended: July 6, 2000~~

~~Amended: September 26, 2002~~

Amended: August 12, 2008

# CHAMBER BYLAWS

## Article I

### *General*

#### **Section 1: Name**

This organization is incorporated under the laws of the State of Texas and shall be known as the Lubbock Chamber of Commerce, Incorporated.

#### **Section 2: Purpose**

The Lubbock Chamber of Commerce is organized to achieve the objectives of:

- A. Preserving the competitive enterprise system of business by: creating a better understanding and appreciation of the importance of business and a concern for business problems and opportunities; educating the business community and representing the business community in the city, county, state and national legislative and political affairs; preventing or addressing issues which are detrimental to expansion and growth of business and the community as they arise; creating a greater appreciation of the value of a more liberal investment of substance and self on behalf of the interests of competitive business.
- B. Promoting business and community growth and development by: promoting economic programs which are designed to increase the functional and aesthetic values of the community; and discovering and correcting obstacles which prevent the promotion of business expansion and community growth. A Program of Work will be published annually to identify, prioritize and document the yearly activities for the Chamber.

#### **Section 3: Area**

The Lubbock economic area shall include the City and County of Lubbock and the area surrounding the City and County of Lubbock to include the eight (8) contiguous counties as identified in the Chamber Employer Health Plan (Crosby, Floyd, Garza, Hale, Lamb, Lynn, Terry and Hockley). The offices and principal place of business of the chamber shall be located in Lubbock, Texas.

#### **Section 4: Limitations of Methods**

The Lubbock Chamber of commerce shall observe all local, state and federal laws, which apply to a non-profit organization as, defined in Section 501(c) (6) of the Internal Revenue Code.

# CHAMBER BYLAWS

## Article II

### *Membership*

#### **Section 1: Eligibility**

Any recognized business having an interest in and showing support for the objectives of the organization shall be eligible to apply for membership.

#### **Section 2: Election (How application is made, received, approved)**

Membership enrollment shall be in writing on forms provided for that purpose, and signed by the applicant. Election to membership shall be by the Board of Directors at any meeting thereof. Any applicant so elected shall become a member upon payment of the regularly scheduled investment as provided in Section 3 of Article II.

#### **Section 3: Investments**

Membership investments shall be at such rates, schedule or formula as may be from time to time prescribed by the Board of Directors payable in advance.

#### **Section 4: Termination (Resignation, expulsion and delinquency)**

- A. Any member may resign from the chamber upon written request to the Board of Directors.
- B. Any member shall be expelled by the Board of Directors by a two-thirds vote for nonpayment of dues after (90) days from the date due, unless otherwise extended for a good cause.
- C. Any member may be expelled by a two-thirds vote of the Board of Directors, at a regularly scheduled meeting thereof, for conduct prejudicial to the aims or repute of the chamber, after notice and opportunity for a hearing are afforded the member in question.

#### **Section 5: Voting**

In any proceeding in which voting by members is called for, each member firm shall be entitled to one vote, per multiple of the minimum business membership investment paid. All votes shall be cast by the members designated as the primary representative(s) or the designee(s) of the member.

# CHAMBER BYLAWS

## **Section 6: Exercise of Privileges (Assignment of membership within subscription and any limitations)**

Any member may name individuals whom the holder desires to exercise the privileges of membership covered by its investment, and shall have the right to change its membership assignment upon written notice.

## **Section 7: Orientation**

At regular intervals, orientation on the purposes and activities of this organization shall be conducted for the following groups: new directors, officers and directors, committee chairmen, committees and new members. A detailed outline for orientation of each of these groups shall be a part of this organization's procedures manual.

## **Article III**

### ***Meetings***

#### **Section 1: Annual Meeting**

In compliance with State law the annual meeting of the corporation, shall be held at a time and place designated by the Board. Notice thereof shall be emailed or included in the Chamber newsletter to each member at least ten (10) days before said meeting.

#### **Section 2: Additional Meetings (General Membership, Board and committee meetings)**

General membership meetings of the chamber may be called by the Chairman of the Board at any time, or upon petition in writing of any five (5) percent of the members in good standing: a) Notice of special meetings shall be conveyed by mail, fax or email to each member at least five (5) days prior to such meetings; b) Board meetings may be called by the Chairman of the Board or by the Board of Directors upon written application of three (3) members of the Board. Notice (including the purpose of the meeting) shall be given to each director at least one (1) day prior to said meeting; c) Committee meetings may be called at any time by the Chairman of the Board, respective department Vice Chairman, or by the committee's chairman.

#### **Section 3: Notices, Agenda, Minutes, Attendance, and Quorum**

Written notice of all chamber meetings must be given at least three (3) days in advance unless otherwise stated herein. An advance agenda and minutes must be prepared for all meetings. A detailed outline for preparation of both shall be a part of this organization's procedure manual. A quorum of the membership will consist of 5 percent of the members in good standing. A quorum of the Board will consist of 50 percent plus one of the elected and appointed Directors. A quorum of a committee or task force will consist of the members present.

# CHAMBER BYLAWS

## Article IV

### *Board of Directors*

#### **Section 1a: Composition of Board**

The Board of Directors shall be composed of 41 (forty-one) members. Thirty-three (33) shall be elected by the membership, one-third of whom shall be elected annually to serve three (3) year terms, or until their successors are elected and have qualified. Five (5) Hispanic Business Division members also will be appointed by the Chamber Chairman and subject to the approval of the Board. The incoming chairman of the Board may appoint, subject to the approval of the Board, one (1) member to the Board to serve a one-year term. The Immediate Past Chairman and the President shall serve as members of the Board. In the case of the Immediate Past Chairman, if the eligibility for election (2 consecutive terms) or the term of election (one term unless rejected) shall have expired, this individual will serve in an ex-officio capacity for an additional one year bringing the total membership to 41.

The following shall be invited to serve as an ex-officio member of the Board with full voting privileges: the Chairman of the Board of the African American Chamber of Commerce-Lubbock.

#### **Section 1b: Authority**

The government and policy-making responsibilities of the Chamber shall be vested in the Board of Directors which, shall control its property, be responsible for its finances, and direct its affairs.

#### **Section 2: Selection and Election of Directors**

- A. Nominating Committee. At or prior to the regular July meeting, the Chairman of the Board shall appoint, subject to approval by the Board of Directors, a Nominating committee of nine (9) members of the Chamber. This shall include one director from each class based on expiration of terms, plus the chairman-elect who shall serve as the chair. Two members will be appointed from the Hispanic Business Division to serve on the committee. The remaining three members may or may not be directors. No more than two members may serve on the nominating committee two consecutive years. Notice shall be conveyed to all members in good standing either through an existing communication, i.e., newsletter or by mail, e-mail or fax, that nominations are being accepted for directors. Nominations shall remain open ten (10) days from the date of mailing. All nominations received shall be given to the nominating committee for consideration.
- B. On or prior to September 1, the Nominating Committee shall present to the President a slate of eleven (11) candidates to serve three-year terms to replace the directors whose regular terms are expiring and five (5) Hispanic Business Division candidates. Each candidate must be an active member in good standing and must have agreed to accept the responsibility of a directorship. No board member who has served more than a total of six consecutive years is eligible for election for an additional term. A period of one (1) year must elapse before eligibility is restored.



# CHAMBER BYLAWS

- C. **Publicity of Nominations.** Upon receipt of the report of the Nominating Committee, the President shall immediately notify the membership by mail, email or Chamber newsletter of the names of persons nominated as candidates for directors and the right of petition.
- D. **Nominations by Petition.** Additional names of candidates can be nominated by petition bearing the genuine signature of at least twenty-five (25)-qualified members of the Chamber. Such petition shall be filed with the Nominating Committee with ten (10) days after notice has been given of the names of those nominated. The determination of the Nominating Committee as to the legality of the petition shall be final.
- E. **Determination.** If a legal petition shall be present with additional candidates, the names of all candidates shall be arranged on a ballot in alphabetical order. Instructions will be to vote for eleven (11) candidates only. The President shall cause this ballot to be mailed to all active members at least 15 days before the regular November Board meeting. The ballots shall be marked in accordance with instructions printed on the ballot and returned to the chamber office within ten days. The Board of Directors shall at its regular December Board meeting declare the eleven (11) candidates with the greatest number of votes elected.
- F. If no petition is filed within the designated period the nominations shall be closed and the nominated slate of eleven (11) candidates shall be declared elected by the Board of Directors at their regular December Board meeting.
- G. **Judges.** In the event of nomination by petition, the Chairman of the Board shall appoint, subject to the approval of the Board of Directors, at least three (3), but not more than five (5) judges who are not members of the Board of Directors or candidates for election. One will be designated chairman. Such judges shall have complete supervision of the election, including the auditing of the ballots. They shall report the results of the election to the Board of Directors.

## Section 3: Seating of Directors

Retiring directors and officers shall continue to serve through December 31. Newly elected board members shall take office on January 1. All newly elected, appointed and retiring Board Members shall be invited to the regular December and January board meetings.

## Section 4: Vacancies

A member of the Board of Directors who shall be absent without prior notification from three (3) consecutive regular meetings during any program year (January through December) of the Board of Directors shall automatically be dropped from membership. Members absent from five (5) regular meetings during the program year unless absences are approved by a majority vote at a duly called meeting of the Board shall be dropped from membership on the board.

Vacancies on the Board of Directors, or among the officers, shall be filled by the Board of Directors upon recommendation of the Chairman by a majority vote of a quorum of the board.

# CHAMBER BYLAWS

## **Section 5: Policy (Statements of position on issues)**

The Board of Directors is responsible for establishing procedure and formulating policy of the organization. It is responsible for adopting all policies of the organization. These policies shall be maintained in a policy manual, to be reviewed annually and revised as necessary.

## **Section 6: Management**

The Board of Directors shall employ a President and shall conduct a written performance review and fix salary and other considerations of employment annually.

## **Section 7: Indemnification**

The Chamber shall provide for indemnification by the chamber of any and all current or former officers, directors and employees against expenses actually and necessarily incurred by them in connection with the defense of any action, suite, or proceeding in which they or any of them, except in relation to matters as to which such individuals shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty.

## **Section 8: Notice by Mail, Fax, or Email**

Any notice required or permitted by these Bylaws to be given to a director, officer, or member of a committee of the Corporation may be given by mail, fax or email. If mailed, a notice is deemed delivered when deposited in the mail addressed to the person at his or her address as it appears on the corporate records, with postage prepaid. If notice is given by fax or email, such must be addressed to the person at his or her fax number or email address as it appears in the corporate records and deemed delivered when message confirmation is received by the sender of the notice. A person may change his or her address, email address, or fax number in corporate records by giving written notice of the change to the secretary of the corporation.

## **Section 9: Signed Waiver of Notice**

Whenever any notice is required by law or under the articles of incorporation or these Bylaws, a written waiver signed by the person entitled to receive such notice is considered the equivalent to giving the required notice. A waiver or notice is effective whether signed before or after the time slated in the notice being waived.

# CHAMBER BYLAWS

## Section 10: Waiving Notice of Attendance

A person's attendance at a meeting constitutes waiver of notice of the meeting unless the person attends for the express purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened.

## Section 11: Meeting by Telephone

The Board of Directors and any committee of the Corporation may hold a meeting by telephone conference-call procedures. In all meetings held by telephone, matters must be arranged in such a manner that all persons participating in the meeting can hear each other; the notice of a meeting by telephone conference must state the fact that the meeting will be held by telephone as well as all other matters required to be included in the notice; and a person's participating in the conference-call meeting constitutes his or her presence at the meeting. Any matter requiring a vote may be decided at a meeting by telephone with voting procedures and confirmation of any vote taken to be determined and announced to those in attendance prior to taking any vote.

## Section 12: Decision without Meeting

Any decision required or permitted to be made at a meeting of the Board, or any committee of the Corporation may be made without a meeting. A decision without a meeting may be made if a written consent to the decision is signed by all the persons entitled to vote on the matter. The original signed consents will be placed in the Corporation minute book and kept with the corporate records.

Furthermore, in accordance with the articles of incorporation, action may be taken without a meeting when there are signed written consents by the number of directors, or committee members whose votes would be necessary to take action at a meeting at which all such persons entitled to vote were present and voting. Each written consent must be signed and bear the date of signature of the person signing it. An, email, or similar transmission by a member, director, or committee member, or a photographic, facsimile, or a similar reproduction of a signed writing will be treated as an original being signed by the member, director or committee member.

Consents must be delivered to the corporation. A consent signed by fewer than all directors, or committee members is not effective to take the intended action unless the required number of consents is delivered to the Corporation within 60 days after the date that the earliest dated consent was delivered to the corporation. Delivery must be made by hand, or by certified or registered mail, return receipt requested. The delivery may be made to the Corporation's registered office, registered agent, principal place of business, transfer agent, registrar, exchange agent, or an officer or agent having custody of books in which the relevant proceedings are recorded. If the delivery is made to the Corporation's principal place of business, the consent must be addressed to the president or principal executive officer.

# CHAMBER BYLAWS

The Corporation will give prompt notice of the action taken to persons who do not sign consents. If the action taken requires documents to be filed with the secretary of state, the filed documents will indicate that these written consent procedures were followed to authorize the action and filing.

## Section 13: Proxy Voting

A person authorized to exercise a proxy may not exercise the proxy unless it is delivered to the officer presiding at the meeting before the business of the meeting begins. The secretary or other person taking the minutes of the meeting will record in the minutes the name of the person who executed the proxy and the name of the person authorized to exercise the proxy. If a person who has duly executed a proxy personally attends a meeting, the proxy will not be effective for that meeting. A proxy filed with the secretary of the Corporation or other designated officer remains in force until the first of the following occurs.

- A. An instrument revoking the proxy is delivered to the secretary or other designated officer.
- B. The proxy authority expires under the proxy's terms.
- C. The proxy authority expires under the terms of these Bylaws.

## Article V

### *Officers*

#### Section 1: Determination of Officers

The Board of Directors at its regular November meeting shall reorganize for the coming year. A Nominating Committee for officers shall be appointed in October and include one officer from the current year and one past chairman, two sitting directors not seeking nomination and the President. The names of the individuals serving on this committee shall not be made public. They shall report to the board through a committee comprised of the Chairman of the Board, the Chairman-Elect and the President. The Nominating Committee for Officers shall nominate one person to fill each office. Additional nominations may be accepted from the floor.

The Board shall elect the chairman of the Board, Chairman-Elect, no more than six (6) Vice Chairmen to conduct the program of the chamber, the Treasurer and the President. Officers except the President shall be elected from membership of the new Board. All officers shall take office on the first day of the new fiscal year and serve for a term of one (1) year or until their successors assume the duties of office. They shall all be voting members of the Board of Directors.

# CHAMBER BYLAWS

## Section 2: Duties of Officers

- A. **Chairman of the Board.** The chairman shall serve as the chief elected officer of the chamber of commerce and shall preside at all meetings of the membership, Board of Directors and Executive Committee. The Chairman of the Board, with the advice and counsel of the President will assign Vice Chairmen to divisional or departmental responsibility, subject to Board of Director's approval. The Chairman of the Board shall, with advice and counsel of Vice Chairmen and the President, determine all committees, select all committee chairmen, and assist in the selection of committee personnel, subject to approval of the Board of Directors.
- B. **Chairman-elect.** The Chairman-elect shall exercise the powers and authority and perform the duties of the Chairman in the absence or disability of the Chairman. The Chairman-elect shall also serve as head of the long-range (3-5 years) planning committee of the chamber. As such, the Chairman-elect and the committee with the advice and counsel of the Chairman shall be responsible for recommending program activities of the chamber at all times being alert to assure that the activities of the chamber are directed toward achieving business and community needs in the area served by the chamber.
- C. **Vice-Chairmen.** The duties of the Vice Chairmen shall be assigned by the Chairman and Board of Directors. All Program of Work committees of the Chamber shall be under the direction of one of the Vice Chairmen.
- D. **Treasurer.** The Treasurer shall be responsible for the general oversight of all funds received by the chamber and for their proper disbursement. Such funds shall be kept on deposit in financial institutions, or invested in a manner approved by the Board of Directors. Checks drawn in an amount to be determined by the Board of Directors are to be signed by two of the following: the Treasurer and the President, or in the absence of these individuals, by any two officers. Checks or lesser amounts may be signed by the President, the Treasurer or their assignee. The Treasurer shall cause a monthly financial report to be made to the Board.
- E. **President.** The President shall be the chief administrative and executive officer. The President shall serve as the secretary to the Board of Directors, and cause to be prepared notices, agendas and minutes of meetings of the Board.

The President shall serve as advisor to the Chairman of the Board and any Program of Work committee on program planning, and shall assemble information and data and cause to be prepared special reports as directed by the program of the chamber.

With assistance of the divisional Vice Chairmen, the President shall be responsible for administration of the program of work in accordance with the policies and regulations of the Board of Directors.

The President shall be responsible for hiring discharging, directing and supervising all employees.

# CHAMBER BYLAWS

With the cooperation of the Finance Committee, the President shall be responsible for the preparation of an operating budget covering all activities of the chamber, subject to approval of the Board of Directors. The President shall also be responsible for all expenditures within approved budget allocations.

## Section 3: Executive Committee

The Executive Committee shall act for and on behalf of the Board of Directors when the Board is not in session but shall be accountable to the Board for its actions. It shall be composed of the Chairman of the Board, Chairman-elect, Immediate Past Chairman, Vice-Chairmen, Treasurer and the President. The Chairman of the Board will serve as chairman of the Executive Committee.

## Section 4: Indemnification

The chamber shall provide for indemnification by the chamber of any and all of its officers or former officers as spelled out in Article IV, Section 7 of these bylaws.

## Article VI

### *Committees, Task Forces, Divisions, and Affiliated Organizations*

## Section 1: Appointment and Authority

The Chairman of the Board, by and with the approval of the Board of directors, shall appoint all committees, task forces and chairmen. The Chairman of the Board may appoint such ad hoc committees or task forces and their chairmen as deemed necessary to carry out the program of the chamber. Committee appointments shall be at the will and pleasure of the Chairman of the Board and shall serve concurrent with the term of the appointing Chairman of the Board.

It shall be the function of committees and task forces and to carry on such activities as may be delegated to them by the Board.

## Section 2: Limitation of Authority

No action by any member, committee, task force, division, affiliate organization, employee, director, or officer shall be binding upon, or constitute an expression of, the policy of the chamber and/or its affiliate organizations until it shall have been approved or ratified by the Board of Directors.

Committees/task forces shall be discharged by the Chairman of the Board when their work has been completed and their reports accepted, or when, in the opinion of the Board of Directors, as it is deemed wise to discontinue the committees/task forces.



# CHAMBER BYLAWS

## Section 3: Divisions

The Board of Directors may create such divisions, bureaus, departments, councils, and subsidiary corporations as deemed necessary or appropriate. The Board shall review and approve all activities and proposed programs of such divisions, bureaus, departments, councils, or subsidiary corporations, including collection and disbursement of funds.

No action of any kind shall be taken by divisions, bureaus, departments, councils, or subsidiary corporations having impact upon or being expressive of the chamber or of said divisions, etc., unless approved by the Board of Directors.

## Article VII

### *Finances*

## Section 1: Funds

All money paid to the chamber shall be placed in a general operating fund. Reserve funds shall be deposited or invested based on an approved policy adopted by the Board of Directors.

## Section 2: Disbursements

Upon approval of the budget, the President is authorized to make disbursements on accounts and expenses provided for in the budget without additional approval of the Board of Directors. Disbursement shall be made by check bearing approved signature (s) (see Article V Section 2D Treasurer).

## Section 3: Fiscal Year

The fiscal year of the chamber shall close on December 31.

## Section 4: Budget

The Executive Committee shall prepare the budget for the coming year during its last two (2) regularly scheduled annual meetings and submit it to the Board of Directors for approval during its last meeting of the year.

## Section 5: Annual Audit

The accounts of the Chamber of Commerce shall be audited annually as of the close of business on December 31, by a public accountant and approved by the Executive Committee and Board of Directors. The audit shall be reported to the Executive Committee and Board immediately upon completion and shall at all times be available to members of the organization within the offices of the chamber.

# CHAMBER BYLAWS

## Section 6: Bonding

All staff and all officers or directors with check signature authority shall be bonded by a sufficient fidelity bond in the amount set by the Board for the chamber.

## Article VIII

### *Dissolution*

## Section 1: Procedure

The chamber shall use its funds only to accomplish the objectives and purposes specified in these bylaws, and no part of said funds shall inure, or be distributed, to the members of the chamber. On dissolution of the chamber, any funds remaining shall be distributed to one or more regularly organized charitable, educational, scientific or philanthropic organizations to be selected by the Board of directors as defined in IRS Section 501 (c) (6).

## Article IX

### *Parliamentary Authority*

The current edition of *Roberts Rules of Order* shall be the final source of authority in all questions or parliamentary procedures when such rules are not inconsistent with the charter or bylaws of the chamber.

## Article X

### *Amendments*

## Section 1: Revisions

These bylaws may be amended or altered by a two-thirds (2/3) vote of the Board of Directors present and constituting a quorum of the Board, or by a majority of the members present at any regular or special meeting, providing the notice for the meeting includes the proposals for amendments. Any proposed amendments or alterations shall be submitted to the board or the members in writing, at least ten (10) days in advance of the meeting at which they are to be acted upon.





# GOVERNANCE POLICY

## Table of Contents

- I. Board of Directors
  - A. Responsibilities
  - B. Functions
  
- II. Executive Committee
  - A. Responsibilities
  
- III. Divisions of the Board
  - A. Responsibilities
  
- IV. Chamber of Commerce Committees/Task Forces
  - A. Nature of Committees/Task Forces and Members
  - B. Responsibilities of Committees/Task Forces and Members
  - C. Committee/Task Force Chairman Functions
  - D. Operations
  - E. Reports and Forms
  
- V. Staff Organization
  - A. Relationship of Committees to Staff
  
- VI. How Chamber Policy is Adopted
  - A. Test of Significance
  
- VII. Guidelines for Action

# GOVERNANCE POLICY

## I. THE BOARD OF DIRECTORS

### **RESPONSIBILITIES:**

The Board of Directors is the governing body of the Lubbock Chamber of Commerce.

The Board represents the business community as its leader and advocate and therefore should be drawn from the highest echelon of management within each company represented.

Directors are nominated by a committee named by the Chairman of the Board and are elected to three-year terms. In addition, there is one member appointed by the Chairman of the Board serving a one-year term. Each Director accepting nomination agrees to serve as assigned by the Chairman of the Board in a leadership capacity or special task force function when appropriate.

The four basic responsibilities of the Board of Directors are as follows:

1. To set policy for guidance of future action by the organization, its members, and staff.
2. To establish program goals.
3. To identify priorities.
4. To evaluate results of committee action toward accomplishment of goals.

Directors should be prepared within reasonable limits to lend their support and the support of their company and its resources to the accomplishment of the Chamber's goals. Directors may from time-to-time be asked to accept special assignments from the Chairman.

### **BOARD DIRECTOR FUNCTIONS:**

The Board of Directors sets policy for the organization, establishes program goals and identifies priorities. The Board also reviews and evaluates results of committee/task force action toward accomplishment of goals.

### **SCOPE:**

Each Director shares responsibility for the basic functions of the Board. As a Director each must work to advance the welfare of the entire community served by the Chamber regardless of the section of the community in which the Director lives or works or individual business interests.

# GOVERNANCE POLICY

## **GENERALLY THE BOARD:**

- Formulates policy for the Chamber and makes all policy decisions.
- Approves the Annual Program of Work.
- Establishes the Financing Plan/Budget for support of the Annual Program of Work.
- Approves all actions of the Chamber divisions which have not been previously approved either in specific directions to the group or in the Program of Work.
- Approves the structural organization of the Chamber.
- Elects Officers.
- Hires and discharges the President.
- Approves any and all expenditures not already provided for in the budget.
- Maintains close contact with the community's business leaders.
- Is accountable to the membership that elected them and to the Bylaws that control the functions of the Chamber.
- Upon recommendation by the Chairman, fills any vacancies on the Board and among the Officers.
- Amends the Bylaws.

## **SPECIFICALLY, EACH INDIVIDUAL DIRECTOR:**

- Must possess a willingness to spend time and effort necessary to give the proper attention to assigned duties.
- Must make a conscientious effort to attend all regular and special meetings of the Board.
- Must make a conscientious effort to attend all regular and special meetings of the Division to which they are a part.
- Has the authority to initiate action for Board consideration and to participate in the action.
- Must be prepared to defend the Chamber against unfair criticism.
- Must be prepared to offer constructive actions in the event of justified criticism of the Chamber.
- Should consult frequently with members in order to be truly representative in Board actions.
- Should respond willingly to counsel and advice as requested by officers and staff of the Chamber and to make suggestions.
- Should be willing to perform such duties, within individual capabilities, as may be requested by the Chairman.
- Is accountable to the Board and Executive Committee in terms of giving cooperation and accepting leadership.

# GOVERNANCE POLICY

## II. THE EXECUTIVE COMMITTEE

### **RESPONSIBILITIES:**

The Executive Committee of the Lubbock Chamber of Commerce is a subordinate group to the Board of Directors and is the only standing committee defined in the organization's By-Laws. The Executive Committee shall consist of the Chairman of the Board (the Chamber's Chief Elected Official), the Chairman-Elect, the Vice-Chairmen, the Treasurer, and the President who serves as the Secretary. As elected officers, the Executive Committee may from time to time act on behalf of the Board of Directors.

The Executive Committee in its normal duties is designed to relieve the Board of many of the program housekeeping functions and to assure that the presentations to the Board are organized, and considerate of the time of the directors.

The Executive Committee is accountable to the Board of Directors for its actions.

## III. DIVISIONS OF THE BOARD

### **RESPONSIBILITIES:**

Chamber Divisions are established to conform to five basic sub-divisions of the Chamber's program of work: **The Voice of Business, Growth, Communications, Business Support and World Class Chamber.** Divisions are designed for three purposes: 1) To provide a study or review process for committee activity, 2) To provide input from the presentation of projects, ideas, solutions or positions to the Board of Directors for action, and 3) To give focused attention to their area of responsibility.

Divisions review and recommend action but do not act on behalf of the Board or Executive Committee.

It is assumed that the members of each group have an interest in the activity area for which they have volunteered and will, therefore, lend their personal and corporate support to the activities of their group and its assigned committees.

Divisions exist as an arm of the Board of Directors to review and coordinate committee activities. They serve as a conduit to expedite committee activity at the Board level and to facilitate communications with the Board by committees and their chairmen.

In the conduct of activities, Divisions will:

1. Meet as required to review functions of committees under their area of responsibilities, and assure that activities outlined in the approved program of work are being addressed.
2. Review policy recommendations from committees for presentation to the Board of Directors.
3. Assist committees in organizing, prioritizing and seeking solutions to their assigned charge.

# GOVERNANCE POLICY

4. Review committee recommendations on areas of proposed activity.
5. Anticipate future activities and community needs for committee programs.

## IV. COMMITTEES/TASK FORCES

### **NATURE OF COMMITTEES/TASK FORCES AND MEMBERS:**

The Chairman of the Board establishes the Chamber's committees/task forces and their Chairmen each year and function through the applicable staff liaison. The Chairman, on or before January 1 of each year, makes appointments to fill these important leadership positions.

Committee/task forces Chairmen attend Division meetings (if called) and present reports, recommendations, and requests to them. They also transmit to their committees/task forces Board's decisions, interpretations of policy, and whatever other information or advice the Board wants the committees/task forces to have in order to serve the Chamber more effectively.

Committee/task force members volunteer for committee service. Volunteering represents a commitment to serve actively by attending meetings and by taking assignments when appropriate.

Committees/task forces, their chairmen, and members of staff shall not make public pronouncements on issues, positions, or other activities, nor expend or obligate the expense of any Chamber resource without the expressed permission of the Board of Directors.

### **RESPONSIBILITIES OF COMMITTEES/TASK FORCES AND MEMBERS:**

Chamber committees/task forces are formed to accomplish the charge as given by the Board of Directors. To that end, committees/task forces have four fundamental responsibilities.

1. To clarify their assigned responsibilities and inform members of their assignment.
2. To organize the charge into priority tasks.
3. To address these tasks, seek solution, and take action to accomplish their goals.
4. To anticipate and identify areas of activity within their charge that the organization should consider for future action.

# GOVERNANCE POLICY

In the discharge of these responsibilities, members of the committees are expected to:

1. Accept sub-committee assignments and report back to the committees/task forces.
2. Offer their own organization's resources where appropriate for special projects.
3. Recommends new policy positions, revision of existing policies, and interpretation of policies, to keep the Chamber's policies timely and dynamic and to enable action to be taken on specific proposals.

## **COMMITTEE/TASK FORCE CHAIRMAN FUNCTIONS:**

The basic function of a Committee/Task Force Chairman is two-fold.

1. To carry out the committee goals/charge as developed annually by the Board of Directors in the Program of Work.
2. To get action from the committee/task force and to get work done through the committee/task force.

## **SCOPE:**

The Committee/Task Force Chairman should see to it that the committee performs the function prescribed or authorized by the Board of Directors. The Board through the Chairman and the Division has vested authority to the Committee/Task Force Chairmen and the committee/task force. A member of the Chamber staff is assigned to work with each Chairman and provide assistance as is desirable and practical to carry out the Committee/Task Force assignment. The staff is not expected to do the work of the committee/task force.

## **SPECIFICALLY, THE COMMITTEE/TASK FORCE CHAIRMEN:**

- Calls meetings.
- Provides ample opportunity for all members to express themselves.
- Brings about formal action from the committee/task force.
- Assigns specific responsibilities to the members of the committee/task force when formal action requires work to be performed.
- Sets deadlines for work to be completed and checks from time to time with members to see that the work is being done.

# GOVERNANCE POLICY

- Report activities of the committees/task forces on a regular basis to the Division.
- The Chairman may from time to time be asked to report committee/task force action or proposals directly to the Board or Executive Committee.

## **COMMITTEE OPERATIONS:**

Chamber committees/task forces operate on an ad hoc basis with the exception of the Executive Committee. Committees/task forces are formed and serve at the will of the Board of Directors and the Chairman of the Board to accomplish a predetermined charge established annually by the Board of Directors. Committees/task forces are the working elements of the Chamber and hold a highly important position with the structure.

Each committee/task force has a chairman appointed by the Chairman of the Board and a staff liaison assigned by the President. The Chairman is primarily responsible for the conduct of the committee/task force and the accomplishment of the assigned goal.

The staff liaison's responsibilities are to advise and support the Chairman, provide support services and to guide the committee/task force with regard to policies, budgets, and operating procedures of the Lubbock Chamber of Commerce.

Committees/task forces may create subcommittees. These subdivisions are responsible to the committee/task force chairman and may not exist beyond the term of appointment. Committees/task forces should, as soon as they are formed, review their charge, clarify any elements that are not explicit, organize and prioritize action steps, and establish the appropriate course of action to accomplish this charge. A needs assessment including budget, staff support, and outside support (like printing and mailing), is established and included in the annual program of work. No committee may exceed its approved budget without prior approval of the Board of Directors.

## **COMMITTEE/TASK FORCE REPORTS:**

The committee/task force chairman presents reports to the Division. Reports presented to the Division normally deal with four areas of organizational activity:

1. The proposed solution to the committee's basic charge.
2. A request for Board approval of a publication, project, program or course of action proposed in the accomplishment of committee's charge.
3. A request for a change or complete replacement of the committee's charge.
4. A proposal for a new policy or a change in existing policy.



# GOVERNANCE POLICY

## **COMMITTEE/TASK FORCE REPORT FORMS:**

1. A Position Paper (attached) asking the Board to establish a formal position, take action or establish a policy that would result in a public pronouncement or action by the Chamber of Commerce.
2. A White Paper, a request (normally in memo form) for action by the Board that would affect the committee/task force or other organization but would not result in a public pronouncement for external action by the Chamber.
3. An Information Paper (attached) giving the Board important information relative to the committee/task force area of responsibility but not requesting action. All Position Papers of the Chamber of Commerce, regardless of the form which they might take, should meet the following criteria: be timely in importance, general application, and of significant importance to business or industry. Proposals also shall be reviewed from a community perspective.

## **POSITION PAPER**

### **Report to the Board of Directors**

**Subject:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Board Meeting Date:** \_\_\_\_\_

**Report of:** \_\_\_\_\_

**(Committee or individual)**

# GOVERNANCE POLICY

## Background

## Requested Action

Approvals: \_\_\_\_\_  
\_\_\_\_\_

## INFORMATION PAPER

### Report to the Board of Directors

Subject: \_\_\_\_\_

Date: \_\_\_\_\_ Board Meeting Date: \_\_\_\_\_

Report of: \_\_\_\_\_

(Committee or individual)

# GOVERNANCE POLICY

## Narrative Description of Issue

### Facts Bearing on the Issue

Pro	Con
1.	1.
2.	2.
3.	3.
4.	4.

### Proposed Action

---

---

---

---

## V. STAFF ORGANIZATION

### RELATIONSHIP OF COMMITTEES/TASK FORCES TO CHAMBER STAFF:

A Lubbock Chamber of Commerce staff member serves as the staff executive to each committee. The staff executive is an agent of the Chamber of Commerce and derives authority from the Chamber's President under provision of the ByLaws.

# GOVERNANCE POLICY

The staff executive is jointly responsible with the chairman of the committee for directing and administering the work of this group. The staff executive serves as advisor when decisions involving policy, plans, and action are being made. In all decision making activities, the chairman and the staff executive work closely together.

In addition to the administrative work, the staff executive has these duties: to keep all necessary records; to maintain information files on issues; and to provide staff assistance in the preparation of research papers, proposed reports, promotional materials, and planned action.

Furthermore, the staff executive must work with other staff executives when two or more committees have an interest in the same issue. In such cases, they will keep the other committee fully informed and seek the concurrence of the other committees before the committee's report is presented to the Board or Division. If there are irreconcilable differences among committees on issues, this will be noted and the report to the Board will be referred to the President for handling.

## VI. HOW CHAMBER POLICY IS ADOPTED

When a report is submitted to the Division proposing new policy or a change in existing policy, the Division reviews the proposal and determines whether or not the issue involved meets the organization's mission, objectives, and current goals and meets the Tests of Significance (below).

The Division may then determine whether the policy proposal is one on which the Board itself should take action or whether it should be referred to the President. The Division may amend, reject, table, or refer back a proposal to another for consideration.

The Board of Directors has final authority on adoption of policy.

### **"TEST OF SIGNIFICANCE"**

1. Does it meet with the Chamber's objectives? (i.e., does it affect the conduct of commerce in this market?)
2. Will it serve the best interest of the business community?
3. Is it within the charge of the group seated or would it be better handled as a recommendation to another group or individuals?
4. Have all affected organizations and individuals been informed?
5. Is it time and cost effective in terms of committee or staff time and current budget?

# GOVERNANCE POLICY

## VII. GUIDELINES FOR ACTION

Before the Lubbock Chamber may take a position on, expend resources for, or include an issue in the Program of Work, it must be tested by the following guidelines; most of that are taken from existing Board Division and committee policies:

1. Does the issue comply with the mission and objectives of the Chamber?
2. Is the issue business oriented, having an impact on the conduct of business in the Lubbock area? The Lubbock Chamber represents the general business community and not specific business or industry interests.
3. Is involvement with the issue cost effective? The Lubbock Chamber may act on an issue if required resources can be justified, and if an obtainable goal may be reasonably expected.
4. Is involvement with the issue a duplication of effort? The Lubbock Chamber may act on an issue individually or in cooperation with other organizations if it may be demonstrated that its participation will enhance the efforts but should avoid being duplicative of other organizations or individuals.
5. Have the appropriate divisions and committees of the Chamber considered the issue? The Board of Directors, including public pronouncements, positions, expenditure of, or the obligation of funds must approve action on an issue.

# 2019 PROGRAM OF WORK

## Introduction

This plan sets forth the direction of the Lubbock Chamber of Commerce for the next year. The plan outlines a direction with which the Chamber intends to align all of its activities.

## Mission

Strengthen, promote and serve the business community.

## Vision

A world class Chamber providing community leadership and innovation.

## Values

Member focused, integrity, innovation, and collaboration.

## Purpose

Champion, Convener, Catalyst

# THE VOICE OF BUSINESS

## Business Advocacy

Vice Chairwoman: Dana Madison, Calvert Personal Care Services

## Executive Vice President

Norma Ritz Johnson, CCE, IOM

**The Voice of Business:** The Chamber will be a **CHAMPION** by actively advocating for pro-business, pro-jobs, pro-growth public policy at the local, state and federal levels. The Chamber will be the **CATALYST** for prosperity for our community by advancing business interests and the Lubbock area economy. The Chamber will **CONVENE** leaders and stakeholders and work with elected officials for solutions that will allow our community to continue to thrive.

### a. Issues Management

- Convene leadership of partner organizations that represent stakeholder industries and other job creators; hold meetings as necessary.
- Monitor, vet and develop positions to champion on relevant issues with input from any or all of Chamber members, Chamber leadership, stakeholder partners or staff. Gather input by convening top leaders such as the CEO Roundtable as needed.
- Send comprehensive or specific-issue electronic surveys to members as necessary at all levels of government annually.
- Develop, publish and disseminate formal policy agendas for policies to be championed at the local and federal level.
- Be a catalyst in growing member engagement in issues management through Grassroots Action Alerts. Work with Communications and Public Relations to promote participation and awareness per the Communications and Media Plan, including follow-up diagnostics.
- Update LubbockBusinessVotes.com and publish Government and Legislative Affairs News Clips E-bulletin (GLANCE) weekly. Work with Communications and Public Relations to increase distribution to targeted membership and to incorporate selected content into blogs.
- Meet or visit with district staff for all legislators monthly at minimum and with Capitol staff and local Legislators as needed; meet with local officials regularly and maintain relationships with key city staff; include key city staff on appropriate committees or task forces.
- Promote voter education and registration on an ongoing basis.
- Monitor agendas and attend semi-monthly City Council Meetings and Work Sessions and County Commissioners' Court Meetings as needed.
- Convene Congressional Round Table gatherings and Congressional Site Visits to member businesses as opportunities arise,
- Work with U.S. Chamber or Texas Association of Business on issues related efforts.

# THE VOICE OF BUSINESS

## b. Government Relations

**Objective:** Political Action. Convene a Task Force to examine the need to use political influence, create a candidate PAC, and improve our current PAC mission in order to be a catalyst for effective leadership at the local, state and federal level. Or, stay with current efforts of championing pro-business issues and not get into candidate support.

**Initiatives:**

>> Task Force creation

- Selection process for 9-member Task Force and instructions approved by Executive Committee in March 2019
- Task Force to begin in April 2019
- Provide Report to Executive Committee and Board in June 2019

>> **More broad based Board involvement in formulating positions**

- Discuss items in Board meetings (provide material ahead of time and Board to be ready to discuss)
- More substantive discussions

>> **Champion:** Board of Directors, Chairman, Vice Chairman of Government Affairs

- Full Board involvement
- Fewer or smaller committee members making decisions

**Government Relations Committee:** Increase diversity and profile of committee of at least 20 to convene monthly for issue briefings and discussion. Determine topics, speakers and scope of events in order to provide optimal opportunities for advocacy, access and influence. Events to include (see Business Support: Programs, Services and Events for details):

- Legislative Appreciation Luncheon and Champion for Business Award
- Candidate Forums: Televised and as needed
- Training Opportunities for Civic & Public Leadership Academy
- Candidate Survey and Interviews
- Lubbock Day at the State Capitol
- State of the Texas Tech System Luncheon
- Washington D.C. Trips as necessary

## c. Transportation

- **Transportation Committee:** Convene a diverse group of minimum 20 stakeholders and leaders monthly to help be a catalyst for Lubbock's multi-modal transportation infrastructure.
- Be a catalyst for progress on alternative transportation such as bicycle lanes, transit or other infrastructure. Ensure Gateway Fund is dedicated to intended purpose of new or expanded thoroughfares.
- Partner with organizations such as Ports-to-Plains, MoveTexasForward, Texas Department of Transportation and the Metropolitan Planning Organization (MPO).
- Attend monthly MPO meetings as needed.



# THE VOICE OF BUSINESS

d. **Agriculture & Natural Resources**

- Agriculture & Natural Resources Committee: Convene a diverse group of minimum 20 stakeholders and leaders monthly to keep abreast of developments and opportunities to create awareness and be a champion for agriculture.
- Be a pro-business, pro-agriculture champion on matters not limited to agriculture but including water conservation or other peripheral issues.
- Champion positive public policy and create awareness in the business community of the importance of agriculture to Lubbock's economy.
- Determine topics, speakers and scope of events in order to provide optimal opportunities for advocacy and agricultural awareness.
- National Ag Day Salute to Ag Luncheon
- Harvest Luncheon
- Increase social media coverage of factual and policy-oriented agricultural information in order to grow awareness with non-agricultural audiences
- Increase social media coverage of factual and policy-oriented agricultural information in order to grow awareness with non-agricultural audiences
- Partner with organizations such as Plains Cotton Growers, Plains Cotton Cooperative Association, Texas Corn Producers and National Sorghum Producers as well as the Southwest Council of Agribusiness to champion sound Farm Bill implementation.

e. **Lubbock Chamber PAC**

- Ensure that semi-annual PAC disclosures to the Texas Ethics Commission (TEC) and other TEC requirements are met in a timely manner.
- Convene PAC Board members quarterly to keep leadership abreast of current or future issues/opportunities.
- Maintain member opt-in contributions at \$32,000 cash-on-hand while developing a direct fundraising database and strategy for specific issue-related expenditures that could arise, aside from budgeted non-political expenditures of \$3,000.

# GROWTH

**Community Development**  
**Vice Chairwoman: Sharon Bass, Volunteer Center of Lubbock**

**Director of Leadership Programs**  
**Amy Marquez, IOM**

**Growth:** The Chamber will be a **CATALYST** for community growth and advancement by **CHAMPIONING** a diverse and inclusive entrepreneurial ecosystem and **CONVENING** opportunities for future community leaders

**Community Development** – Involve members, citizens and professionals to improve the Lubbock community.

a. **Diversity and Inclusion**

**Objective 1:** Strengthen, refine and enhance the Chamber’s efforts to be a catalyst in defining and building economic inclusion and recognizing all aspects of diversity in business.

>> **Initiatives:**

- Rebrand—Better Business Through Diversity
- Enhance messaging and rethinking what diversity is and is not
- Convene Diversity Summit and other gatherings of business leaders to showcase best practices and facilitate peer learning
- Champion Diversity and Inclusion across all key areas of Chamber operation, including committees, information and resources, leadership and professional development

>> **Champion:** Board of Directors

>> **Timeline:** Begin immediately with Summit on March 5

>> **After Action Items:** Begin planning with group of interested and involved parties for continuing Diversity efforts.

**Objective 2:** Create a way to measure diversity of our membership.

>> **Initiatives:**

- Create a task force of appropriate IT members
- Research a member portal app
- Collect individual demographics
- Connect event registrations, engagement, and other data base resources to member portal to drive usage

>> **Champion:** Dave Marcinkowski

>> **Timeline:**

- Begin brainstorming and planning discussions in January
- Create app within one year of task force initiation
- After app is created and operational, collect data from 20% of members by end of first year

# GROWTH

## b. Leadership Lubbock

**Objective:** Strengthen Leadership Lubbock, enhance and augment the LL pipeline

>> **Initiatives:**

- Create a task force to challenge curriculum
- Challenge policy and principles
- Direct steering committee chairman and members and hold accountable to provide a strong program
- Utilize influencers and mentors
- Look at Young Professionals and seek to close the gap if it exists between programs
- Provide a checklist/talking points for tours
- Self-assessments, pre- and post-program
- Consider establishing a Beyond Leadership Lubbock (boards, committee—Lubbock Chamber opportunities)
- YEA! continue to mature this program
- Enhance college connections

>> **Champion:** Create 9-person task force, incoming chairman, Amy Marquez, YEA student and 6 others from Board and membership

>> **Timeline:**

- Task force created by March (Impact 2020 class)
- Task force meets bi-monthly, April, May, June
- Present and report to July Board Retreat
- New curriculum, policy, mission for 2020

- 
- 
- Increase the annual applicant pool by 5%. Evaluate additional programs to promote the program and distribute the LL pamphlet at all events throughout the year. Allocate \$1500 for paid advertising for recruitment and work with Communications and Media Relations to maintain earned media opportunities.
  - Create a form that can be accessed throughout the year for those interested in applying in August of 2019. When the application process opens, the interested applicants will be sent a link to apply.
  - Update Class Day Topics: Meet with committee members and utilize input, as well as the three pressing issues provided by the applicants during the application process.
  - Ensure that a steering committee comprised of Leadership Lubbock graduates meet monthly to coordinate program class days.
  - Evaluate the leadership component in the middle of every class year: Survey the current class in July to determine if the program was beneficial to the class. Consider an alternate component if class response dips below 75% approval.

## c. Young Entrepreneur's Academy (YEA!)

- Continue to mature the program
- Create an alternative program for the 2019-2020 year.
- Connect LCOC member business with YEA! Hold a press conference that is conducted after the board meeting in March of 2019 to announce the recruitment process for the 2019-2020 year. The general membership, past YEA! participants, board of directors and all media will be invited.

# GROWTH

d. **Young Professionals of Lubbock (YPL)**

- Increase awareness of community service opportunities by providing information and connecting YPL members to the Chamber of Commerce and local organizations such as the Volunteer Center of Lubbock.
- Convene networking opportunities: Host quarterly “YP Off the Clock” sponsored by and hosted at a Chamber member business with 30 to 40 attendees minimum.
- Provide Educational opportunities: Host Lunch and Learn seminars 4 times per year with 20 to 30 attendees at minimum at each session.
- Increase YPL Membership by 10%
- Twenty Under Forty Awards process and celebration: November

e. **Education**

**Objective 1:** Enhance the Chamber overall relationship with community’s universities and educational institutions including technical training opportunities.

>> **Initiatives:**

- Convene a meeting with Presidents (TTU, LCU, Wayland, and SPC); hear from them how the Chamber can better support them and the business community
- Create a developmental process based on community involvement to help accomplish support of their students
- Initially, focus on nursing shortage in Lubbock

>> **Champion:** Create a task force to examine the process and meet with educational leaders and business community members

- Led by Byrnie Bass with Dana Madison and Beth Bridges to build the task force

>> **Timeline:** Create task force in January.

- Create timeline for initial meetings and confirm nursing shortage as initial effort
- Report to Executive Committee in March on next steps

**Objective 2:** Retain more college graduates in Lubbock.

>> **Initiatives:**

- Work with our connections in each University
- Conduct job fairs for TTU, LCU, Wayland and SPC students (don’t replicate current efforts)
- Coordinate with career centers at each school
- Convene roundtable with the Universities

>> **Champion:** Create a task force of appropriate business leaders and workforce officials to examine potential programs to meet objectives.

>> **Timeline:** Create Task Force in May

- Report to Executive Committee in September

# COMMUNICATIONS

**Communications and Public Relations**  
**Vice Chairwoman: Becky Palmer, Atmos Energy**

**Director of Communications and Public Relations**  
**Haily Wells, IOM**

**Communications:** Be a **CHAMPION** for the Chamber and the community by delivering the best possible information exchange system and technology for connecting and **CONVENING** members and businesses. Be a **CATALYST** in promoting an organizational brand that represents a forward-thinking, leading organization that is attractive and inclusive.

**Communications and Public Relations** – Strategically develop communications and messaging opportunities that engage members and improves awareness of the Chamber and its successes.

a. **Media and Communications Plan**

- Design and conduct a survey to establish base level benchmarks to gauge awareness, perception and communications engagement efforts in order to later measure success of media strategies and messaging in subsequent studies by reevaluating benchmark data. Report benchmarked metrics quarterly.
- Strategically develop a plan to utilize all vehicles in which to communicate and exchange information: monitor, evaluate, and enhance the content and format of membership communication tools and continue to conduct quarterly reviews which include:
  - o Social Media
    - Facebook: evaluate analytics
    - Twitter: evaluate mentions, retweets, favorites
    - LinkedIn: evaluate analytics
    - YouTube: evaluate views
  - o Blog
    - Create guidelines and a calendar to ensure multiple updates per week with a variety of content
    - Evaluate hits
  - o Broadcast Emails
    - Evaluate open rates
  - o Monday Memo e-blast
    - Evaluate open rates
  - o Chamber Websites including: LubbockChamber.com, LubbockBusinessVotes.com, LubbockAg.com, YPLubbock.org
  - o Text Messages
    - Evaluate opt-outs

# COMMUNICATIONS

- Editorial Calendar: Plan and organize a content pipeline that takes into account both internal timelines and external factors and timelines for the adequate preparation of and management of content to be included in all communication vehicles.
  
- b. **Message Development and Promotion**
  - Continue to meet with divisions to develop the best messages and vehicles in which to promote events and inform members of business advocacy and maintain a family resemblance and consistency.
    - o Work with each division to give input on surveys conducted after events to analyze how messages and promotions were received.
    - o Ensure marketing materials reflect value proposition messaging
  
- c. **Public Relations and Community Engagement**
  - Maintain regular communications and continue to build relationships with members of the media.
    - o Provide news releases and media advisories on the Chamber's successes and events.
      - Every event will have news releases/media advisories
    - o Keep utilizing earned media while exploring and incorporating new ways for more earned media. Work with the Membership staff to utilize Chamber members in these media avenues.
      - Talk Radio
      - Weekly or monthly segment with a local TV station
    - o Letters to the Editor/Op Eds—write and submit at minimum six letters to the Lubbock AJ (both issue-based and non-issue-based) per year.
  - Provide members with tools that are useful for their business such as videos and articles with focus on Chamber member testimonials.
    - o Continue to produce videos that highlight our members through "Member Focus" and share via social media, website and electronically. Also use member testimonials in our blog.
    - o Continue to provide business educational articles and tools that can benefit businesses.

# BUSINESS SUPPORT

**Programs, Services and Events**  
**Vice Chairman: Chris Lonngren, Schlotzsky's**

**Vice President**  
**Christye Weld, IOM**

**Business Support:** Be a **CHAMPION** for business by providing opportunities for business and community engagement. Be a **CONVENER** by establishing meaningful events and programming that ensures business members and aspiring entrepreneurs have access engaging opportunities as they grow their business. Be a **CATALYST** by implementing a comprehensive business education series to ensure the expertise and guidance needed as members strive to grow their business.

**Programs, Services and Events** – Building success through promoting and serving our members and the business community and provide opportunities to encourage relationship building through programming and network development.

a. **Exceptional member experiences, Entrepreneurship and Business Education**

- Business At Its Best (Quarterly)
- Business Expo (January 24)
- Diversity Summit (March 5) – Logistics
- Salute to Ag Luncheon (March) – Logistics
- Uncorked Wine Award Dinner (March 28)
- Uncorked (April 12)
- Community Prayer Lunch (May 2)
- Golf Classic (July 22)
- TTU Kick-Off Breakfast(August 20 or 27)
- Ad Hoc Lunches/Receptions (Varies)
- Harvest Lunch (September) – Logistics
- Legislative Appreciation Lunch (September) – Logistics
- Hub City BBQ (October 10)
- State of TTU Lunch (October) – Logistics
- Annual Membership Meeting (December 5) – Logistics

b. **Business Education: Business at its Best Seminar Series**

*(in conjunction with following Small Business Roundtables/Objective)*

- Create a landing page on our web site so people can find information about the program, what it entails, past programs and future to help raise awareness of the program.
- Bring value to our members by producing programs that better meet their needs and draw attendance. Determine those topics by a mix of surveys and personal phone



# BUSINESS SUPPORT

calls to key business leaders that can influence attendance or that have large employee bases. Find out what would motivate them to attend or send their employees. Enlist their help and advice. Increase average attendance per seminar and yearly attendance by 5%.

- Continue to develop “Hot Topic” seminars that provide education to our members on the topics that matter to them the most and will draw a crowd when the topic is fresh in their minds. Remain flexible enough to implement a seminar that fits this description in a four-week period.
- Grow the committee and or sponsors by handpicking influential members that are passionate about bringing information to our membership.
- Increase sponsorship by identifying possible sponsors that are a good fit for the program. Chamber Staff make phone calls (not emails) to ask them to sponsor.

## c. **Small Business Roundtables**

**Objective:** Provide a collaborative forum to allow businesses to share experiences. Give small businesses more opportunities to tell their stories and learn from other small business owners, by using social media and blog opportunities.

### >> **Initiatives:**

- Survey our members and use the data to collect items of interest using questions such as:
  - o “I wish the Chamber could help me with \_\_\_\_\_”
  - o “I want to learn more about \_\_\_\_\_ to help my business.”
  - o “\_\_\_\_\_ keeps up at night about my business.”

- Get Chamber leaders/members to facilitate
- Develop some type of virtual engagement/interaction (listserv, chatroom, forum)
- Utilize information from monitoring the engagement/interaction from quarterly seminars / gatherings

>> **Champion:** Create a task force in conjunction with Business at its Best revised committee

### >> **Timeline:**

- Coordinate and email survey to go out 1st Quarter 2019
- Every other month, host Small Business breakfast or lunch meetings by industry, providing some resources to help with the specific problems revealed by the survey. Promote discussion and member helping member solutions. Start with the industry identified as the largest small business sector in our database.
- Identify business industries that aren't joining the Chamber often, such as retail or restaurants, and create a task force of members in that industry to come up with ideas on how to meet the needs and attract members from their industry.



# WORLD CLASS CHAMBER

**Chamber Services and Member Engagement  
Vice Chairman: Casey Doyle, Casey Carpet One**

**CFO/COO  
Sheri Nugent, IOM**

**World Class Chamber:** The Chamber will increase recruitment and retention by connecting and engaging with our members. We will earn the trust and respect of our members and stakeholders as we CHAMPION best practices in staffing and governance.

- a. **Business Development and Member Relations: recruitment, affinity programs, ad sales, retention, renewals, investor relations, Ambassadors TRC support.**
  - Be a **CHAMPION** for business by growing the membership by retaining 85% of the current membership and recruiting at 24 new members a month.
  - Being a **CONVENER** by establishing meaningful relationships through the Ambassador program to ensure business members have access to one another.
  - Be a **CONVENER** by establishing and maintaining excellent working relationships with key stakeholders through an investor program.
  - Be a **CATALYST** by providing substantial affinity programs that address the desires and concerns of the membership.
  - **Objective:** Begin implementation of Tiered Dues Model with full staff involvement under the direction of the Board of Directors and Executive Committee.
  
- b. **Operational Excellence: governance, finance, TRC, office management, staffing, Foundation, awards of excellence.**
  - Be a **CATALYST** by establishing and maintaining a governance model with related policies and practices that best respect the usage of board members time and resources leading to the fulfillment of the Mission and Vision of the Chamber.  
**Objective 1:** Review and update Governance Policy and,  
**Objective 2:** Create more Board member engagement through monthly boards meetings by increasing involvement in areas of focus
  - >> **Initiatives:**
    - Review and update Governance Policy (highest priority) and include Bylaws, Financial and Personnel policies
      - o Utilize MAKE--Modify, Add, Keep, Eliminate process
    - Reorganize Board meetings to allow more interaction and discussion (i.e. small round-table discussions)
      - o Define areas of focus and involvement needed to enhance meetings
    - Reorganize Board agenda/packets to remove any repetition
  - >> **Champion:** Chairman, Chairman-Elect, and staff
  - >> **Timeline:** Chairman appoint committee by February 2019 and report to Board at 2019 Board Strategic Planning Retreat. Continue to complete all new governance documents.

# WORLD CLASS CHAMBER

- **CHAMPION** best practices to maintain accreditation through the U.S. Chamber of Commerce.
- Create and execute a strategic facility plan that supports the well-being of the organization ensuring we will be a **CATALYST, CONVENER** and **CHAMPION** of our business community.

**Objective 3:** Purchase new Chamber building and create innovative staff workspaces and opportunity for shared spaces for members.

>> **Initiatives:**

- Develop fund raising plan to build and maintain future building.
- Learn from other Chambers who built their new facilities.

>> **Champion:**

- Create task force led by Chairman to plan, review and evaluate best options for new location.

>> **Timeline:**

- Begin in January
- Create 3-5 year timeline for planning, funding, construction and relocation.



# 2019 BUDGET

	2019 Budget		
	Revenue	Expenses	Net
Membership	1,046,171	-	1,046,171
Engagement	75,000	100,000	(25,000)
Total Member Engagement	1,121,171	100,000	1,021,171
Personnel & Related Cost	-	1,047,719	(1,047,719)
Operations	-	344,380	(344,380)
Total Personnel & Operations	-	1,392,099	(1,392,099)
Programs, Services, and Events	607,000	276,400	330,600
Community Development	10,000	2,500	7,500
Communications & Public Relations	49,500	149	49,351
Business Advocacy	45,000	27,000	18,000
Total Programs	711,500	306,049	405,451
Net Income (Loss) Before Dep	1,832,671	1,798,148	34,523
Depreciation Expense	-	5,000	(5,000)
Bad debt from prior year	-	20,000	(20,000)
Net Income (Loss)	\$ 1,832,671	\$ 1,823,148	\$ 9,523
Political Action Committee	25,000	3,000	22,000



# 2019 EXECUTIVE BOARD

**Chairman**  
**Abel Castro**  
*Exp. 2020*

**FirstBank & Trust Co.** com  
9816 Slide Road P 788-0800  
Lubbock, TX 79424 F (866) 628-1713  
abel.castro@firstbanktexas.

**Chairman-Elect**  
**Gabe Vitela**  
*Exp. 2019*

**One Guy from Italy - 50th** P 791-1210  
4320 50th St.  
Lubbock, TX 79413  
gabevitela@gmail.com

**Immediate Past Chairman**  
**Cory Powell**  
*Exp. 2019*

**TTU Division of Diversity,** P 834-0991  
**Equity & Inclusion** F 742-8695  
PO Box 45024  
Lubbock, TX 79409  
cory.powell@ttu.edu

**Treasurer**  
**Dave Marcinkowski**  
*Exp. 2021*

**Madera Residential** P 798-0888  
5214 68th St., Ste. 402 F 798-0880  
Lubbock, TX 79424  
dave@maderaresidential.com

**Secretary**  
**Eddie McBride**

**Lubbock Chamber of** P 761-7000  
**Commerce** F 761-7013  
1500 Broadway Ste. 101  
Lubbock, TX 79401  
eddie.mcbride@lubbockbiz.org

**Vice Chairwoman**  
**Business Advocacy**  
**Dana Madison**  
*Exp. 2020*

**Calvert Personal Care** P 712-1110  
**Services**  
8004 Indiana, Ave., STE. B-15  
Lubbock, TX 79423  
dmadison@chhci.com

# 2019 EXECUTIVE BOARD

**Vice Chairman Chamber Services and Member Engagement**  
**Casey Doyle**  
*Exp. 2019*

**Casey Carpet One**  
6000 Spur 327, STE. 200  
Lubbock, TX 79424  
casey@caseycarpetone.com

P 795-5900  
F 795-5902

**Vice Chairwoman Communications and Public Relations**  
**Becky Palmer**  
*Exp. 2019*

**Atmo Energy**  
6606 66th St.  
Lubbock, TX 79424  
becky.palmer@atmosenergy.com

P 798-4472  
F 798-4494

**Vice Chairwoman Community Development**  
**Sharon Hyde Bass**  
*Exp. 2020*

**Volunteer Center of Lubbock**  
1706 23rd St., Ste. 101  
Lubbock, TX 79411  
sbass@volunteerlubbock.org

P 747-0551 x 101  
F 747-8640

**Vice Chairman Programs, Services and Events**  
**Chris Lonngren**  
*Exp. 2020*

**Schlotszky's**  
3715 19th St.  
Lubbock, TX 79410  
clonngren@amaonline.com

P 793-5542  
F 796-1541

# 2019 BOARD OF DIRECTORS

<b>Jeremy Barbee</b> <i>Exp. 2020</i>	<b>Roy Neal Insurance/ActionCOACH</b> 6202 N Interstate 27, Ste. 2 Lubbock, TX 79403 jeremy@roynealagency.com	P 762-0080 F 762-0260
<b>Travis Barnett</b> <i>Exp. 2019</i>	<b>SKG Engineering</b> 12006 Slide Rd. Lubbock, TX 79424 travis@skge.com	P 368-7638
<b>Byrnie Bass</b> <i>Exp. 2021</i>	<b>R. Byrn Bass, Jr., Attorney at Law</b> 4716 4th St., Ste. 100 Lubbock, TX 79416 bbass@bbasslaw.com	P 785-1250 F 771-1260
<b>Steve Beck</b> <i>Exp. 2019</i>	<b>Covenant Health</b> 3615 19th St. Lubbock, TX 79410 becks2@covhs.org	P 725-0522 F 723-7188
<b>Keith Bryant</b> <i>Exp. 2019</i>	<b>Lubbock-Cooper Independent School District</b> 16302 Loop 493 Lubbock, TX 79423 kbryant@lcisd.net	P 863-7100 F 863-3130
<b>Fernando Bustos</b> <i>Exp. 2019</i>	<b>Bustos Law Firm, PC</b> 1001 Main St., Ste. 501 Lubbock, TX 79401 fbustos@bustoslawfirm.com	P 780-3976 F 780-3800
<b>Rey Carrasco</b> <i>Exp. 2020</i>	<b>Kimley-Horn and Associates</b> 4411 98th St., Ste. 300 Lubbock, TX 79424 rey.carrasco@kimley-horn.com	P 686-1080
<b>Chris Chambers</b> <i>Exp. 2021</i>	<b>Chambers Engineering</b> 5501 Spur 327 Lubbock, TX 79424 chrisc@chambersengineering.net	P 687-9999
<b>Robert Granfeldt</b> <i>Exp. 2021</i>	<b>Lubbock Avalanche-Journal</b> PO Box 491 Lubbock, TX 79408 rgranfeldt@lubbockonline.com	P 787-8003 F 765-8770



# 2019 BOARD OF DIRECTORS

<b>Bud Holmes</b> Exp. 2019	<b>Happy State Bank</b> 4411 98th St. Lubbock, TX 79424 bholmes@happybank.com	P 794-2265 F 788-1595
<b>Jeff Horn</b> Exp. 2020	<b>Benchmark Business Solutions</b> 1607 Broadway Ave. Lubbock, TX 79401 jhorn@benchmarkwtx.com	P 744-8744 F 797-0601
<b>Chris James</b> Exp. 2020	<b>United Supermarkets</b> 7830 Orlando Avenue (79423) PO Box 6840 Lubbock, TX 79493 cjames@unitedtexas.com	P 791-0220 F 791-7476
<b>Dana Johnston</b> Exp. 2019	<b>FirstCare Health Plans</b> 1901 W. Loop 289, Ste. 9 Lubbock, TX 79407 djohnston@firstcare.com	P 784-4300 F 784-4396
<b>Brent King</b> Exp. 2020	<b>UMC Health System</b> 309 N. Slide Rd. Lubbock, TX 79416 brent.king@umchealthsystem.com	P 775-8753 F 775-8756
<b>Shara Konechney</b> Exp. 2019	<b>Piper</b> 5604 Slide Rd., Ste. 700 Lubbock, TX 79414 sharakonechney@aol.com	P 687-1020 F 687-9606
<b>Mike Lambert</b> Exp. 2020	<b>Marsh &amp; McLennan Agency - SW Region</b> 4411 98th St., STE. 200 Lubbock, TX 79424 mike.lambert@marshmma.com	P 798-9050 F 798-9058
<b>Beth Lawson</b> Exp. 2019	<b>StarCare Specialty Health System</b> PO Box 2828 Lubbock, TX 79408 blawson@starcarelubbock.org	P 767-1648 F 766-0300
<b>Michelle McCord</b> Exp. 2019	<b>Frenship Independent School District</b> PO Box 100 Wolfforth, TX 79382 mmccord@frenship.us	P 866-9541 F 866-4135

# 2019 BOARD OF DIRECTORS

<b>Shelly Nutt</b> Exp. 2021	<b>Texas Peanut Producers Board</b> 5223 79th St. Lubbock, TX 79403 shelly@texaspeanutboard.com	P 687-6363 F 687-6366
<b>Kathy Oaks</b> Exp. 2019	<b>American Cancer Society</b> 3513 10th St. Lubbock, TX 79415 kathy.oaks@cancer.org	P 745-0763 F 793-0148
<b>Tony Pena</b> Exp. 2020	<b>FirstCapital Bank</b> 6811 Indiana Ave. (79424) PO Box 94008 Lubbock, TX 79493 tpena@fcbtexas.com	P 793-4778 F 793-1568
<b>Vanessa Reasoner</b> Exp. 2021	<b>Grace Health System</b> 2412 50th St. Lubbock, TX 79413 vreasoner@gracehealthsystem.com	P 788-4098 F 740-3325
<b>Kathy Rollo</b> Exp. 2021	<b>LISD - Administrative Offices</b> 1628 19th St. Lubbock, TX 79401 krollo@lubbockisd.org	P 766-0888 F 766-0886
<b>Pam Sharpe</b> Exp. 2018	<b>The Price Group</b> 1801 Broadway Lubbock, TX 79401 pam.sharpe@pricegroupinc.com	P 763-5033 F 753-7237
<b>Shannon Spencer</b> Exp. 2021	<b>Girl Scouts of Texas Oklahoma Plains, Inc.</b> 2567 74th St. Lubbock, TX 79423 sspencer@gs-top.org	P 589-5950 F 748-0769
<b>Kathy Timms</b> Exp. 2021	<b>Geiger</b> 5109 82nd St., Ste. 7 PMB147 Lubbock, Texas 79424 me@kathytimms.com	P 632-3987
<b>Robert Wood</b> Exp. 2021	<b>Custom Homes by Robert Wood, LLC</b> 8213 Alcove Ave. Lubbock, TX 79424 rwood@robertwoodhomes.com	P 773-0813 F 866-4577

# 2019 BOARD OF DIRECTORS JOB DESCRIPTION

## Member Board of Directors

The board of directors is the group of persons authorized under state law to make governance decisions on behalf of the organization and its shareholders or members. The Lubbock Chamber of Commerce Board of Directors is the governing and policy-making body of the Lubbock Chamber of Commerce.

The Board authorizes and implements the program of work, responsible for its finances, approves the budget, controls its property, and directs its affairs. It delegates planning activities and program of work functions through the president/staff to divisions, committees/task forces and acts on their recommendations.

### Other specific duties:

1. Each Director is a representative-at-large of all chamber members and the Board of Directors is responsible to the general membership.
2. Each Director is expected to maintain contact with other chamber members, fellow Directors, appointed and elected officials or leaders of the community.
3. The Board of Directors shall assign program of work objectives on an annual basis and clearly define the responsibility and authority of committees.
4. The Board of Directors shall delegate such authority and responsibility to the Chairman of the Board and President to accomplish the Chamber's mission and objectives.
5. The Board is responsible for assisting the financing of Chamber operations by referring potential new members, attending events and participating in fund raising efforts.
6. Board Directors shall endeavor to enlist talents and energies of other chamber members in division, committee/task force activities.
7. Each Director will make every effort to maintain good attendance and be on time. The Bylaws identify attendance requirements and Directors must be familiar with those requirements.
8. A Director may expect to encounter criticism of the organization and has the obligation to defend it against unfair criticism or to initiate any necessary action to correct the cause of the criticism is justified.

# 2019 STAFF CONTACTS

<b>Eddie McBride, IOM</b> President and CEO eddie.mcbride@lubbockbiz.org	761-7000 441-8966 cell
<b>Norma Ritz Johnson, CCE, IOM</b> Executive Vice President norma.johnson@lubbockbiz.org	761-7006 441-7726 cell
<b>Sheri Nugent, IOM</b> CFO/COO sheri.nugent@lubbockbiz.org	761-7004 789-7903 cell
<b>Christye Weld, IOM</b> Vice President - Programs, Services and Events christye.weld@lubbockbiz.org	761-7009 (210) 885-9083 cell
<b>Haily Wells, IOM</b> Director of Communications and Public Realtions haily.wells@lubbockbiz.org	761-7005 787-8804 cell
<b>Amy Marquez, IOM</b> Director of Leadership Programs amy.marquez@lubbockbiz.org	761-7002 317-0122 cell
<b>Laura Mendoza</b> Director of Membership Development laura.mendoza@lubbockbiz.org	761-7003 (903) 707-5121 cell
<b>Cathy Potter</b> Member Relations Director cathy.potter@lubbockbiz.org	761-7001 787-8463 cell
<b>Kyle Jacobson</b> Director of Government Relations kyle.jacobson@lubbockbiz.org	761-7000 (512) 415-8520 cell
<b>Allison Cottrell</b> Event Specialist allison.cottrell@lubbockbiz.org	761-7000 (325) 207-1123 cell

Strengthen, promote and serve the business community.

# 2019 STAFF CONTACTS

**Charetta West**

Accounting Specialist  
charetta.west@lubbockbiz.org

761-7000  
500-0084 cell

**Patsy Moffett**

Administrative Assistant/Office Coordinator  
patsy.moffett@lubbockbiz.org

761-7000  
787-0864 cell

**Taylor Frick**

Customer Service Representative  
taylor.frick@lubbockbiz.org

761-7000  
544-5893 cell

## LUBBOCK CHAMBER OF COMMERCE

**1500 Broadway, Suite 101**

**Lubbock, TX 79401**

**(806) 761-7000**

**[www.lubbockchamber.com](http://www.lubbockchamber.com)**